

Economics and Management in Branches and Spheres of Activity

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Digitalization of customs processes as a factor of state customs services development. P. 9-19.

Abstract. The aim of the study is to substantiate the directions of digitalization of customs processes in the development of services provided by the customs authorities of the Russian Federation (RF), based on the results of analysis and evaluation of the effectiveness of the introduction of electronic customs declaration and categorization of participants in foreign trade activities (FTD). The goal of this study was achieved on the basis of evaluating the effectiveness of the introduction of digital technologies in customs activities in such areas as the implementation of customs declarations and the application of a risk management system: automatic registration of goods declarations, average term for automatic registration and automatic release, automatic release of goods, risk categories of FTD participants and their structure depending on the scope of activities, as well as problems associated with the expansion of implementation. The development of modern digital technologies in the system of providing state customs services, which allowed us to conclude about the further digitalization of customs processes. The study led to the use of general scientific and economic methods of empirical and theoretical levels that apply to the performance of customs activities, taking into account the digitalization of customs processes for the provision of state customs services. Directions for achieving the goals of strategic development of the system of providing public services by the customs authorities of the Russian Federation until 2030 are proposed - the creation of an intellectual customs house that provides for the use of artificial intelligence, an assessment of the risk level of each consignment in real time, the creation of an intelligent checkpoint, electronic interagency interaction in the customs territory of the Eurasian Economic Union (EAEU), adoption of modern payment decisions and semantic reconciliation of electronic permits.

Keywords: customs process, artificial intelligence, state customs services, digitalization of customs processes.

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Increasing competitiveness of retail enterprises based on market research. P. 20-27.

Abstract. The article discusses the importance of marketing research in the activities of business entities in order to increase their competitiveness. A marketing research scheme has been developed aimed at developing directions for increasing the competitiveness of retail enterprises. It is proved that marketing research is important in the functioning of a retail enterprise. The article identifies the subjects and objects of marketing research, clarifies the main objectives of marketing research. Attention is paid to the description of marketing research methods with their division into three main groups. The article also substantiates that marketing analysis should include analysis of the external and internal marketing environment, market analysis, analysis of consumer behavior, analysis of the competitive environment, SWOT analysis, risk analysis. The relationship between the stages of the life cycle of a competitive advantage and the goals of market development of a retail enterprise is determined. Research methods: general scientific methods of dialectics, analysis and synthesis, induction and deduction, abstraction, comparison, complexity

and others. Results of the research: development of theoretical and methodological provisions for conducting marketing research of retail enterprises, determining directions of increasing their competitiveness. It is concluded that marketing research will make informed management decisions and increase the competitiveness of the enterprise.

Keywords: competitiveness, increasing competitiveness, life cycle of competitive advantages, marketing research.

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Development of loyalty management as a factor of strengthening hotel business competitiveness in the global market space. P. 28-40.

Abstract. The aim of the study is to conduct socio-economic studies of the impact of loyalty programs on customer choice and the development of loyalty management as a factor in strengthening the competitiveness of the hotel business in the global market space. To solve the stated goal, general scientific and special research methods were used. The article discusses the loyalty programs of world hotel chains, their main privileges. The dynamics of the number of hotels and other accommodation facilities and the main privileges of loyalty programs used in Russian hotel chains are presented. Considering the results obtained, a set of privileges has been developed for introducing Russian hotel chains into loyalty programs. As effective measures to improve the quality of service and services, the authors proposed recommendations to the hotel company staff on solving problems arising during a guest's stay and a methodology for registering complaints and complaints of clients / guests in order to increase their loyalty, which allows to identify the main problems of the program used. A tier system for assessing customer satisfaction of hotels and other accommodation facilities with a loyalty program has been developed, and levels for determining guest loyalty / disloyalty have been proposed. The authors revealed that the use of an effective customer loyalty program can not only increase their loyalty, but also attract tourists to the region where the hotel is located.

Keywords: loyalty, loyalty program, loyalty management, hotel company, guest, loyalty levels.

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Peculiarities of management decisions development under risk and uncertainty conditions for some tasks of digital economy. P. 41-49.

Abstract. Management decisions in a digital economy are subject to risks and uncertainties. This fact requires economists and managers to develop information technology-

efficient solutions for managing decisions that are effective in the context of digitalization. To select the best management decisions, it is necessary to propose suitable tools, for example, criteria-based selection tools for optimal strategies. The calculation of the values of optimization criteria and the search for optimal strategies is an important task for management. To prepare the calculations for the criterial choice, it is necessary to prepare data for these calculations. In the process of preparing the data, they go through the stages of processing, they fall into the final computational function of the criterion already in a structured and aggregated form. The occurrence of risks and uncertainties in management tasks is due to the specifics of individual enterprises and sectors of the economy. Data analysis for making managerial decisions for large volumes of data in this case is possible only through the use of automated systems and digitalization of economic processes, new methods and tools of the digital economy, which are currently being developed. Without processing large amounts of data, it is impossible to solve pressing economic and managerial tasks.

Keywords: management, management decisions, economic systems, risk, uncertainty, expected utility, criterion, efficiency, analysis, probability, economic effect, criterion, management function, extreme value automation, digitalization, big data, databases.

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Possibilities of using an integrated assessment of the enterprise operation stability in management practice of OJSC Nikitovsky pig complex as a case study. P. 50-61.

Abstract. Ensuring the sustainability of functioning under all changes in the economic situation in Russia and in the world continues to be one of the most important goals of the enterprise management process in any sector of the real sector of the economy. This article investigates the areas of use in management practice of a comprehensive assessment of the stability of functioning, in particular, the methods of conducting a dynamic integrated assessment of an individual enterprise and a comparative intercompany integrated assessment are considered. The dynamic comprehensive assessment was tested using the example of one of the largest pig breeding enterprises in Europe, Nikitovsky Pig Complex OJSC as a part of Agro-Belogorye State Corporation according to its public accounting reports for 2014–2018. The comparative intercompany comprehensive assessment was tested according to the data of five pig farms of the Agro-Belogorye Group of Companies: Nikitovsky Pig Complex OJSC, Belgorod Pig Complex OJSC, Grafovsky Pig Complex OJSC, Krasnoyuzhsky Pig Complex OJSC and Kryukovsky Pig Complex JSC financial statements for 2018. The possibility of using a dynamic integrated assessment to monitor changes in the level of sustainability of the functioning of the enterprise and a comparative intercompany integrated assessment has been revealed to compile a rating of the sustainability of the functioning of enterprises. Possible directions of using proven techniques in management practice are determined.

Keywords: enterprise management, sustainability of the enterprise, integrated assessment, modified method of total points, monitoring, rating, agricultural enterprises.

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Modeling of cyclic economy development factors at the meso level. P. 62-72.

The study was carried out under the grant of the President of the Russian Federation for state support of leading scientific schools of the Russian Federation No. NSh-2600.2020.6

Abstract. The article presents modeling of factors of development of a cyclical economy at the mesoscale (case of the Republic of Tatarstan). The relevance of the article is due to the fact that the issues of the development of a cyclical economy and its influence on trends in the industrial sector have not yet been fully resolved and require additional study and systematization of the factors that determine it. The purpose of the article is to summarize theoretical approaches to managing the cyclical economy at the mesoscale and to analyze its implementation using the example of the Republic of Tatarstan. As the main research methods, the article used methods of description, comparison, generalization, analysis and synthesis, descriptive statistics, and regression analysis. Based on a synthesis of theoretical approaches, the basic principles of managing a cyclical economy are identified. The article provides a systematization of the trends of cyclical economics and industrial production for the mesoscale of the economic system. The obtained results of the regression analysis allow calculating the growth of industrial production on the basis of the elasticity factors of the model using indicators of the cyclic economy, which can be used to develop environmental monitoring programs and projects for introducing the fundamentals of the cyclic economy in industrial enterprises.

Keywords: cyclical economy, industrial production, mesoeconomic system, gross value added, ecology, rational nature management, modeling.

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Results of diagnostics of the Belgorod region economic security current state. P. 73-84.

Abstract. The modern period of development of the domestic economy puts at the forefront of increasing emphasis in the field of economic security. The destabilization of the system of economic security at all levels of economic management is primarily due to the influence of a number of geopolitical factors associated with attempts of destructive influence on the part of individual States to strengthen Russia's role in the world community. Given the interconnection of all levels of economic security, it is obvious that possible threats to the economic development of the national level are fully reflected in the socio-economic development of the regions. Therefore, ensuring economic security at all levels of the economy becomes a key task, the implementation of which requires mandatory diagnostics of the level of economic security in order to identify problems and develop measures to eliminate them. The article presents the results of the analysis of the region's economic security current state with the Belgorod region as a case study.

Keywords: region, economic security, diagnostics, assessment, state, indicators, development.

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Trends and prospects for the development of Russian digital economy at the present stage. P. 85-99.

Abstract. In modern realities, digital technologies are the core of the innovative post-industrial economy. The digitalization stage of the information society is characterized by the combined use of three types of technologies: physical, biological and digital. Most processes of the digital economy are characterized by a long implementation period and fragmentation of the formation stages: from developing a coherent policy in this area, to building an adequate information and communication infrastructure and developing support programs for the widespread adoption of digital technologies. It is necessary to establish the main features of the digitalization of the economy in terms of large-scale implementation of digital technologies in society, as well as the strategic management of business entities. It is the effective use of new digital technologies in the near future that will determine the international competitiveness of all participants, any economic interactions in the world, it is these participants that will determine the emerging infrastructure and legal environment of the digital economy. The aim of the article is to study the digitalization indicators of the sectors of the Russian economy, its formation and the formation of development prospects. The primary importance for solving the problems posed in the article is given to studies directly aimed at studying the questions: what is the digital economy; why is Russia a digital economy; how digital technologies will change the economy and human life; the relationship between economic growth and the digitalization of the economy; the role of the state and allocated resources to support the development of the digital national economy.

Keywords: informatization, information flows, information and communication products and services, digitalization of the economy, digital technologies, digital economy.

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On the issue of the content of «enterprise competitiveness». P. 100-110.

Abstract. In a market economy, the possibility and ability to compete with various actors in the market, using specific competitive advantages in order to achieve set goals and solve problems, is the most important characteristic of any organization. In conditions of high environmental uncertainty, competitiveness is an essential component of the economy of any business entity. Only an organization that has competitive advantages and is capable of producing a competitive product can withstand competition. This proves the relevance of the chosen topic and predetermined the direction of this study. The purpose of this study is to systematize and develop theoretical principles on the essence of the competitiveness of business entities. In the course of processing the material, both general scientific dialectical methods (analysis and synthesis, deduction and induction, detailing and generalization, systematic and complex nature), as well as applied science methods, laws and principles of formal logic were used. The study found that in its most general form, the competitiveness of an economic entity should be understood as its ability to compete with similar entities in a particular market, using competitive advantages to achieve its goals. The article presents the authors' interpretation of the concept of "enterprise competitiveness", identifies approaches to the organization's competitiveness presented in the

scientific literature. It is proved that competitiveness is a multi-level, relative and dynamic category. Competitiveness is reproducible. It is simultaneously the result and condition for the functioning of the organization.

Keywords: competition, competitiveness, competitiveness levels, product competitiveness, organization competitiveness, competitive advantages, competitive weaknesses.

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Lean production: a necessary factor of modern organization's development under digital economy conditions. P. 111-121.

Abstract. In the modern world, radical changes are occurring that affect almost all areas of organizations. At the same time, introduction of new technologies is characterized by tremendous speed and is accompanied by powerful competition. In this regard, lean business is of paramount importance in the business environment, which is a certain guarantor of stable and long-term operation of the company in turbulent conditions. Of course, lean manufacturing is rightly considered as a factor in increasing the competitiveness of a modern organization in the context of integration into the digital economy. Therefore, for the management of the company, it is vitally important to be able to develop and make high-quality strategic decisions, taking into account the philosophy of lean manufacturing. However, it must be remembered that a prerequisite for the successful implementation of these actions is the presence in the organization of personnel of a high level of professionalism. The article discusses the main approaches to optimizing the activities of organizations in the context of the implementation of lean manufacturing technology. Attention is focused on the features of the theory of lean manufacturing or "LEAN" technologies. The authors present key elements of the LEAN philosophy. The main stages of improving business processes through the Kanban method are displayed. Various methods are described that help the specialist to quickly find all the losses in the organization.

Keywords: lean manufacturing, LEAN philosophy, Kanban method, project management agile technology.

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Stability evaluation of the regions of the Central Federal District of Russia. P. 122-131.

Abstract. In the work, using the universal methodology presented by the "unit increment" and "reference-proportional" methods, a quantitative assessment of the stability of the regions of the Central Federal District of Russia is carried out based on an analysis of their potential in five aspects of sustainability: economic, political, environmental, social and institutional. The universality of the technique is due to the flexible mathematical mechanism underlying it. Using methods made it possible to calculate integrated values for territorial entities (regions). Each aspect of sustainability is represented by groups of factors included in it, and reflects their essence; the total number of factor groups is seven, which in turn consist of a total of 19 factors. The groups of factors were: proximity to highly developed territories; agricultural opportunities or potential for

industrial production; geographical location of the region of the Central Federal District; political location of the region of the Central Federal District; ecological situation in the region of the Central Federal District; social development in the region of the Central Federal District; the level of development of democracy in the region of the Central Federal District. As a result of the analysis, the author identified the most stable regions of the Central Federal District of Russia - the city of federal significance Moscow and the Moscow region.

Keywords: methodology, regions, Central Federal District, assessment, territorial potential, aspects of sustainability, stability factors, groups of factors, converted values.

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Current assets management algorithm for agricultural enterprise. P. 132-141.

Abstract. Currently, there are a large number of methods for managing the elements of current assets (stocks, receivables, cash), while the authors often consider the management of one of the elements separately, without taking into account the impact on the entire set of working capital. In this regard, the aim of the article was to develop an algorithm for managing current assets of an enterprise by influencing one or more elements. To achieve this goal, methods of scientific knowledge were used: abstract-logical, analysis, synthesis, comparison, etc. The proposed algorithm involves the analysis of liquidity, turnover (business activity) and financing sources (ratio of working capital to financial and operational needs), the result which is the identification of "problem areas". The algorithm involves a set of measures to eliminate identified problems. It should be noted that when managing working capital, it is necessary to take into account industry specifics, the article discusses the features of managing current assets of agricultural enterprises. In addition, the article describes the conservative, moderate and aggressive approaches to managing current assets. Thus, the algorithm for managing current assets of the enterprise contributes to the adoption of timely and adequate management decisions, which favorably affects the financial and economic condition of the enterprise.

Keywords: current asset management, algorithm, agricultural enterprises.

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Clustering and emergent properties of the regional economy of the Kemerovo region. P. 142-155.

Abstract. In modern conditions, the mechanism for ensuring sustainable economic development is increasingly viewed through an innovation-oriented context. Today, more than ever, the challenge is to strengthen the new industrialization of production, of which the regions play a special role. The main locomotive for solving these and other tasks of economic development is the industrial sector, the importance of regional localization of which is determined by the potential for introducing innovations, solving modern production problems, and also integrating efforts to achieve the synergy effect and implement the emergent properties of the regional economy. In this regard, the aim of this work is to study the practical aspects of the formation of integrated entities in the industrial region in the context of the implementation of the task of enhancing the synergistic effect of regional development. The scientific novelty of the study is to clarify the theoretical and practical foundations for the development of cluster formations in the industrial region in terms of the integration interactions of participants and the

role of the network structure to support innovative cooperation in improving the efficiency of the functioning of regional clusters. The scientific and practical significance of the results consists in the possibility of using the proposed recommendations as a practical tool for the implementation of strategically important areas of development of the Kemerovo region, in particular, in developing programs for the development of regional clusters.

Keywords: regional economy, cluster, emergence, coal chemistry, innovations.

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National economy competitiveness evaluation through the prism of ensuring its economic security. P. 156-165.

Abstract. The article considers approaches to the definition of the concept of competitiveness of the national economy on the basis of highlighting the fundamental factors of this process. In the course of the analysis of the approaches to the studied problems available in the scientific literature, significant omissions were identified that did not allow taking into account factors and challenges that hinder the strengthening of the competitive positions of national economies in the process of their functioning at the present stage. The purpose of the work is to develop an approach to determining and assessing the competitiveness of the national economy, allowing to take into account the presence and specificity of the challenges affecting it in order to prevent their transformation into real security threats, without violating the possibilities of improving the reproductive, institutional conditions for the development of the national economy. In conceptual terms, the approach is based on the provisions of mutually-concluding the process of ensuring economic security and competitiveness. At the same time, the main active force that is able, on the one hand, to confront emerging challenges, and, on the other hand, to provide conditions for improving the competitive advantages of the national economy, the special state policy of economic security is recognized in the work. As an evaluation method, an indicative approach is proposed with a set of indicators that allow the most accurate assessment of the competitiveness of the economy under the influence of various "shocks" on it.

Keywords: competitiveness, economic security, national economy, assessment indicators, challenges.

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On prospects for implementation of business analytics in research of regional economic security. P. 166-176.

Abstract. The purpose of this study is to develop provisions relevant to the implementation of business analytics in the study of regional economic security, with identification of the prerequisites and problems of this process, determining the prospects for its development. The study was based on the methodology of a systematic approach to representing the object of study; a functional approach to determining the content of the subject of study; a strategic approach to justifying the prospects for solving the research problem. The paper implements methods for studying the degree of scientific development of the problem under study, analyzing the practice of solving it, identifying the catalytic (prerequisites) and deterrent ("barriers") determinants and

the argumentation of the prospects for solving the problem. The essence and functional content of business intelligence in the context of its causal relationship with "business intelligence" are clarified. The prerequisites for the introduction of business analytics in economic security research are formulated and disclosed, formed by new trends in the development of the business environment. The problems that hinder the widespread use of business intelligence tools in economic security research have been identified and substantiated. Based on the content of the identified problems, priority areas have been identified that ensure the implementation of business analytics in studies of the economic security of regions in the areas of developing regulatory legal regulation of business analytics by specialized institutional structures, organizing system monitoring, expanding the statistical base, and professionalizing business analysts with the necessary set of competencies.

Keywords: business analytics, analytical studies, economic security, regional economy.

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Innovative directions of import substitution in the industries. P. 177-188.

The study was carried out under the grant of the President of the Russian Federation for state support of leading scientific schools of the Russian Federation No. NSh-2600.2020.6.

Abstract. The aim of the study is to identify innovative areas of import substitution in priority sectors of the economy. Stimulation and development of production, substitution of imported food for domestic is necessary to ensure economic security, access of the population to food products in sufficient quantity and quality in order to maintain physical health, social development and working capacity. The methodological basis of the study was general scientific approaches to the study of innovative directions of import substitution in the sectors of the economy - description, structural-functional and system analysis, cause-effect relationships. To achieve this goal, the main state mechanisms for supporting and stimulating import substitution have been identified; identified factors that influence the mechanisms of support and stimulation of import substitution in modern conditions; the analysis of the experience of state strategies in the field of import substitution in large foreign countries was carried out; The essence of innovative import substitution and factors influencing the process of its formation are determined. It is concluded that the competent implementation of import substitution processes will contribute to: accelerating innovation and investment activity and increasing innovative activity; improving the technologies of existing industries; increase labor productivity; the creation and development of the production of new high-tech high-tech products, etc.

Keywords: import substitution, state strategies and mechanisms, innovative directions, foreign experience.

Economy of Labor and Labor Relations

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Certification of personnel as a method for evaluating state and municipal employees' professional activities. P. 189-202.

Abstract. The article is devoted to the study of the phenomenon of certification of state and municipal employees in the context of increasing the efficiency of the system of state and municipal government. The article examines the certification of personnel as an element of the passage of state and municipal services and the main form of evaluating the performance of employees. The purpose of the study is to theoretically state the certification of personnel as a way of assessing the professional activities of state and municipal employees. The study was conducted using the methods of comparative and logical analysis, generalization, comparison, synthesis, analogy, induction and deduction. The article sets out, analyzes and summarizes the points of view of domestic scientists, as well as practitioners in the field of research on certification of state and municipal employees. Certification of employees is considered as one of the personnel technologies that allows to identify the abilities and business qualities of a particular state or municipal employee, as well as determine the effectiveness of his work. The article systematizes the conceptual apparatus of the "certification" category, discloses the general provisions for certification of state and municipal employees, formulates the tasks and functions that it performs, and defines the procedure for its implementation. Particular attention is paid to the certification stages of state and municipal employees. Based on the study, it was established that certification is the main method of analysis and a universal technology for assessing the professionalism of state and municipal employees for compliance with their current position. The importance of the formation of a professionally trained personnel of the state and municipal services as one of the most important conditions for increasing the credit of public confidence in local authorities and the effectiveness of the state and municipal government system as a whole has been proved reasonably.

Keywords: civil servants, municipal servants, certification of civil servants, certification of municipal servants, professional development, assessment of the professional activities of employees.

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Study of peculiarities of building a resulting personnel motivation system as a labor payment factor at enterprise. P. 203-212.

Abstract. The article discusses the features of building an effective system of personnel motivation in the enterprise. The dynamics and structure of per capita cash income of the population of Russia are given. The components of an effective motivation system are studied, which are based on monitoring the effectiveness of implemented wages and productivity growth are studied. The role and significance of intangible remuneration and material incentives for the employees of the enterprise are determined, which make the employees conscious and responsible participants in the work process, which, in turn, ensures their interest in the successful activities of the organization, loyalty to it and satisfaction with the conditions and content of their work, provides their proactivity and prospects for personal and professional growth. Based on the study of elements of an economic, social and personal (individual) nature, factors that influence the formation of effective labor motivation at the micro level and aimed at achieving personal and (or) collective goals that contribute to the realization of motivational expectations and increase labor efficiency, accompanied by emotional manifestations, are studied. A model of the motivational - need state of employees is proposed, the essential content of which allows to increase the validity of managerial decisions in the context of material incentives and intangible remuneration of employees.

Keywords: motivation, staff motivation, labor, intangible remuneration, material incentive, motivational - need state, employee involvement, motivation factors.

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Strategic objectives of labor resources reproduction of NLMK group in the concept of sustainable development goals. P. 213-223.

Abstract. The activities of transnational-type industrial corporations carrying out business in different countries of the world are carried out in the concept of unified international principles and sustainable development goals. The content of these principles and goals sets the direction of the strategic objectives of corporate development in all areas, including in the field of reproduction of labor resources. The purpose of this study was to justify the strategic objectives of the reproduction of the labor resources of the Novolipetsk Metallurgical Plant Group of Companies, harmonized at the international level, meeting the global Sustainable Development Goals. The research methodological platform consisted of methods for identifying problems and unifying the strategic tasks of reproduction of the labor resources of industrial corporations, harmonizing international rules for conducting socially responsible business, and reviewing international and corporate regulations for sustainable development. The implementation of the methods in the study was carried out in relation to its object - the reproduction of labor resources. The reasons for the exacerbation of the problem of reproduction of labor resources at the transnational level are identified. Arguments are presented that actualize the need for strategic planning for the reproduction of labor resources of the Novolipetsk Metallurgical Plant Group of Companies in accordance with the requirements of the Sustainable Development Goals. The strategic objectives of the corporation were decomposed to achieve the Sustainable Development Goals according to the criterion of the importance of their solution for the reproduction of labor resources, with a division into “criteria” and “determining” tasks. Promising forms of interaction between the corporation and stakeholders are identified that correspond to their interests in the field of labor reproduction.

Keywords: reproduction of labor resources, Sustainable Development Goals, transnational industrial corporation.

Marketing, Commerce and Logistics

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Possible functional fields of the university president activity in the implementation of the university marketing strategy. P. 224-234.

Abstract. The purpose of this article is to identify possible functional areas of activity of the university president and to determine his/her role within the framework of the need to review the content of the university's marketing strategy, which is mediated by the prevalence of the research component in the work of a number of universities on the educational level. Currently, transformation processes in higher education continue, priority tasks facing universities are being corrected, which, along with educational and classical scientific activities, include a focus on becoming a centre of attraction for investors, industrial partners, a centre for creating commercialized innovations and involving in these processes employees and students, starting with the first training courses. The article substantiates the need for the university president to participate in the implementation of his marketing strategy in the conditions of the functioning of universities in highly competitive markets, which is determined by the expanding range of tasks in which the university was transformed from a predominantly educational centre into a research, development and innovation platform. The article substantiates the review of the stages of the marketing strategy and determines the need to involve the university president in their implementation, as a person endowed with the necessary competencies and experience that allow solving tasks more significant than representative functions on behalf of the university. The article uses general scientific methods, such as descriptive, comparative, literary analysis, analysis and synthesis of analytical information characterizing the object of study. The authors substantiated the need for the university president to participate in the implementation of his marketing strategy in the conditions of the functioning of universities in highly competitive markets.

Keywords: president of the university, university, marketing strategy, functions and role of the president of the university, transformation processes in higher education, educational services market.

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Marketing research on determining the relationship of consumers to online advertising as an instrument of integrated marketing communications. P. 235-246.

Abstract. This article discusses current issues of integrated marketing communications and the results of marketing research to identify consumer attitudes to online advertising as a tool for integrated marketing communications. Integrated marketing communications mean the use of a

set of communication marketing tools to implement a specific marketing strategy. Internet advertising through the improvement of interactive interaction transforms the system of connections and relations between the consumer and the advertiser and contributes to the creation of new management mechanisms. Thus, online advertising is of undoubted interest as a tool for integrated marketing communications and requires marketing research. The purpose of this article is to show the use of marketing research tools to identify consumer attitudes towards online advertising as a tool for integrated marketing communications and give specific recommendations on the use of online advertising in the promotion of goods and services in modern market conditions. The authors set themselves the following tasks: to consider the essential component of integrated marketing communications, to show the role of online advertising in the promotion of goods; conduct marketing research to identify consumer attitudes to online advertising; substantiate the results obtained in the course of the study. The result of the study was the identification of the most relevant and significant means of online advertising. The growing role of integrated marketing communications at the current stage of digitalization of the economy is justified. It is concluded that online advertising as a tool for integrated marketing communications is of greatest interest to consumers, it will create a target audience, through the use of various online advertising tools it will increase sales, increase brand awareness, shape the image of the company, inform about short-term promotions and special offers.

Keywords: integrated marketing communications, online advertising, marketing communications tools, marketing research, analysis of research.

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Formation of industrial shoe assortment adapted to consumers on the basis of shoes products market. P. 247-258.

Abstract. The relevance of this article is due to the need to develop scientific and practical foundations for identifying and systematizing factors of consumer demand, modeling and developing methods for forming the assortment of enterprises. It is determined in the work that the analysis of indicators of stability and stability of demand, the formation of consumer properties and the corresponding quality of consumption of goods allows the manufacturer to produce the products the consumer needs. The study was conducted on the basis of promising foreign and domestic scientific and practical approaches to the study of problems in the formation of the assortment policy of an industrial enterprise and methods for assessing the competitiveness of consumer goods. The study proceeds from the fact that the philosophy of business social responsibility plays a leading role in the transformation of business processes in modern industrial production. The methodological basis of the study is a systematic-situational approach to the study of problems associated with the formation of tools to satisfy consumer needs in the process of industrial production of consumer goods. The article concludes that the assortment policy of a modern shoe company should be developed based on the preferences of all categories and age groups of the population, and the state of related industries. The program calculation of the technical and economic indicators of the assortment was made using the example of the N-cycle for the production of men's leather shoes with added consumer demand without changing the costs of the organizational and technological process. The study found that the development of

assortment policy is a systemic element of strategic management of the development of shoe industrial production. The formation of a new assortment should be carried out simultaneously at three levels: by design, in real execution and with reinforcement. An analysis of factors of consumer behavior in the shoe market indicates that the formation of a new assortment is one of the most important areas of activity for domestic shoe enterprises. The article formulates practical recommendations for improving the assortment policy of a shoe company in the context of the formation of the digital economy of Russia.

Keywords: assortment, assortment policy, augmented reality, "Industry 4.0", footwear, organization of production, consumer behavior, demand, goods, commodity science.

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Foreign food market development experience analysis in order to adapt to the Republic of Tajikistan conditions. P. 259-269.

Abstract. To ensure sustainable development of the Republic of Tajikistan, it is extremely important that the consumer market effectively functions as the basis for improving the quality of life of the population. A country can follow an individual development path, developing its own methods for improving the performance of the consumer market, but it will most likely make mistakes that can lead to significant losses. Therefore, it is so important to study the best foreign practices, positive and negative sides, which will allow to borrow the best ideas and develop methods to prevent and reduce risks. The authors studied the experience of Russia, China and Turkey - countries with a developed food market, identified current trends, mechanisms for ensuring food security, import substitution policies, etc. The aim of the article is to develop recommendations for the development of the food market of the Republic of Tajikistan based on the analysis of foreign experience in this area. The subject of the research is the methods of developing the food market of foreign countries. Objects of research are food markets in Russia, Turkey and China. The authors used methods of analysis and synthesis, and a logical approach. The article provides recommendations on the development of the food market of the Republic of Tajikistan on the basis of the analysis of foreign experience. The proposed recommendations can be taken into account and included in the program of national food market development.

Key words: food market, Russian food market, Turkish food market, Chinese food market, food security, foreign experience in the development of the food market.

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Positioning of the national technological initiative markets regarding investment portfolio formation. P. 270-279.

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Abstract. The issues of organizing investment support for innovation as a key factor in economic growth are relevant in the context of accelerated development of scientific and technological progress. The aim of the study is the positioning of the markets of the National Technological Initiative regarding the parameters of innovative projects investment portfolio

formation. As the main research methods, the authors used the analysis of regulatory documents, a descriptive method, a positioning method based on the model of the Boston advisory group, a graphic image method, and an expert assessment method. To achieve this goal, the parameters of the investment development of the markets of the National Technological Initiative developing “end-to-end technologies” are generalized with the participation of the capital of the Russian Venture Company and the NTI Support Fund. In order to study the retrospective of market development, an algorithm has been developed that allows one to identify intersectoral activities and identify the markets of the National Technology Initiative. The trends in the development of investment activity of the markets - predecessors of the markets of the National Technological Initiative and the nature of their changes are identified and justified. The key markets of the National Technology Initiative were positioned relative to the parameters of the formation of the investment portfolio. As a result of positioning, four segments of the markets of the National Technological Initiative were identified with respect to the parameters “investment intensity - share in the investment portfolio”. The research materials can be used in the development of theoretical and practical provisions and documents on the innovative development of the economy at the level of industrial enterprises, types of economic activity, regions and states.

Keywords: investment activity, innovative activity, markets of the National Technological Initiative, investment portfolio, positioning matrix.

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Sustainable development of rural territories: essence, factors and criteria. P. 280-288.

Abstract. Strengthening the food security of the state, preserving traditional values of the family, marriage, demographic growth, respect and love for nature, as well as the diversification of the national economy are impossible without solving the problem of sustainable development of rural territories. The need to ensure sustainable development of rural territories requires the determination of its criteria and mechanism based on the disclosure of the dialectical essence and the socio-ecological-economic nature of this category. In this regard, the main objectives of the study of the authors were to reveal the dialectical essence and nature of the sustainable development of rural territories, its signs and criteria based on the analysis of the concepts of "development", "sustainability", "rural territories", "sustainable development of rural territories". The objectives of the study were also the formation of a system of internal factors of sustainable development and determining the composition of the spheres of state regulation of sustainable development of rural territories. In the course of the research, the following methods were tried on: systemic, factorial, reproductive campaigns, the causal relationship method. As a result of the study, the essence of the category “sustainable development of rural territories” was clarified, its characteristics were determined. Taking into account the signs of sustainable development of rural territories, their socio-ecological and economic essence created the prerequisites for the identification and systematization of factors of sustainable development of rural territories. Isolation and systematization of factors of sustainable development of rural territories made it possible to substantiate the composition of the areas of regulation and the relevant criteria for sustainable development of rural territories. The research results laid the theoretical prerequisites for the development of special elements of the mechanism of sustainable development of rural territories.

Keywords: development, sustainability, sustainable development, signs, criteria, rural population, rural territories, rural lifestyle, rural settlements, rural community.